February 2023

GLASGOW COMMUNITY PLANNING PARTNERSHIP

Safe Glasgow Partnership

Guide to Scrutiny in Partnership



Purpose of Guide

The purpose of the 'Safe Glasgow Partnership – Guide to Scrutiny in Partnership' is to:

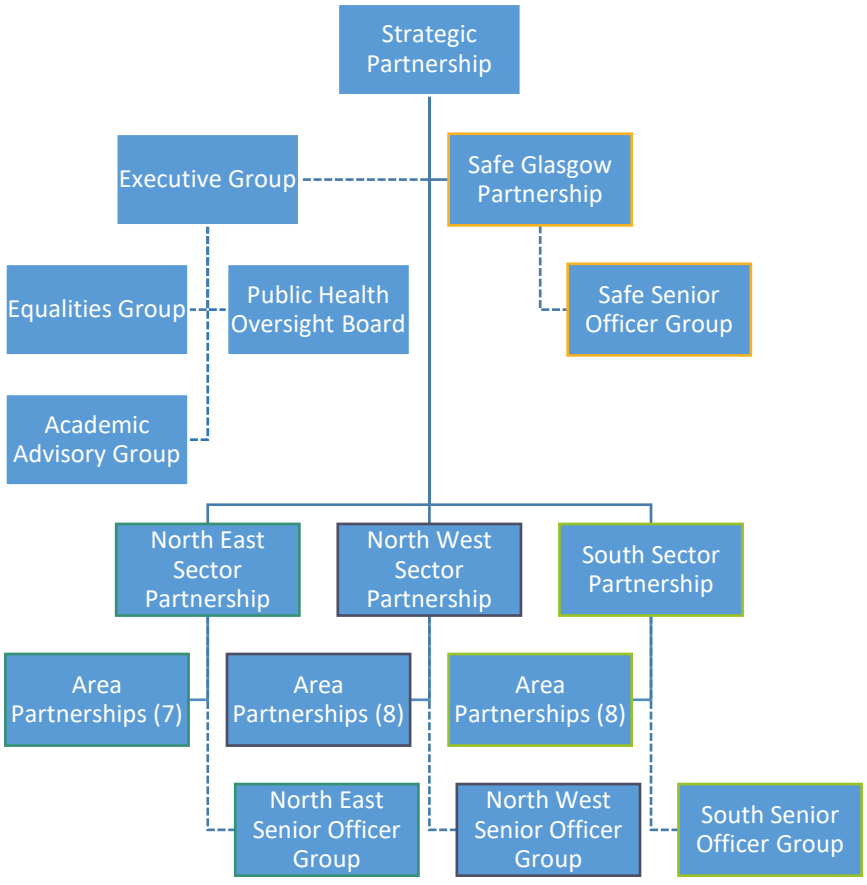
- Clarify the role of elected members and partners in contributing to scrutiny
- Provide all members of the Safe Glasgow Partnership with the relevant training to ensure they have the appropriate skills required to undertake effective scrutiny
- Assist members in developing and contributing to a scrutiny focussed work plan, ensuring there is a clear rationale for topic selection
- Ensure that all scrutiny work / topics align with or are complementary with the work of relevant external bodies, i.e. Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), Her Majesty's Fire Service Inspectorate (HMFSI), Scottish Police Authority (SPA), The Board of SFRS etc.

Legislative Context

In terms of the Police and Fire Reform (Scotland) Act 2012, Section 47 (1) and Section 115 (41E) respectively, as part of the new arrangement for the governance of the two services, responsibility was given to Local Authorities to scrutinise the draft local plans for Police and Fire and Rescue. Local Authorities require to approve the above noted plans. The aim was to build on and strengthen the connection between the Police Service of Scotland and the Scottish Fire and Rescue Service and the communities they served. See here for the relevant sections of legislation.

Partnership Structure

The Council approved a partnership approach to scrutiny of the services which resulted in the creation of the Safe Glasgow Group, now Safe Glasgow Partnership (SGP) within the Glasgow Community Planning Partnership (GCPP) Structure.



Composition and Membership



As the SGP sits within the GCPP structure, it is a partnership meeting and all members should contribute equally to the scrutiny function of the group. The GCPP Governance Framework, including the Terms of Reference for the Safe Glasgow Partnership can be found here.

Meetings

The SGP meetings are open to the press and public, and held quarterly. Additional meetings can be added to the meeting schedule throughout the year as deemed necessary. At these meetings, the Divisional Commander for Police Scotland and the Local Senior Officer for Scottish Fire and Rescue present their quarterly updates for consideration as they are both directly accountable to Local Authorities for local service delivery.

It is reasonable to expect there may be specific issues of scrutiny or specific "evidence" sought which would not be appropriate for open forums nor for publication. If these circumstances arise, there are procedures to exclude the press and public for that item of business.

Every three years, or where deemed necessary, the SGP have an additional meeting to consider the draft local Police Plan, and Fire and Rescue Plan as its sole item of business. This allows for consultation and discussion, with a view to the SGP considering if it can recommend the plans to Glasgow City Council, who are required to approve each plan.

How We Work

The scrutiny process is not static and relies upon a good flow of information. Good practice highlights the importance of engagement with stakeholders through communication tools, including regular briefings, social media, reports and inputs to other partnership arenas.

"Champions" should be nominated from within the membership of the SGP for each identified scrutiny topic. With officer support, these "champions" could compile evidence and prepare reports for presentation to the SGP.

We will use various forms of evidence to inform the scrutiny process. This will include:

- Use of a broad range of "expert" witnesses, including public representatives, academics and professionals to give evidence on identified scrutiny topics in writing or in person
- Draw on existing research or commission appropriate research
- Site visits to locations of interest to identified scrutiny topic
- Data from local, national and international sources
- Use reports from other Council / partners committees

The Four Principles of Good Scrutiny

1 Provides critical friend challenge

- Constructive, robust and purposeful challenge
- Non-aggressive to create optimum conditions for investigative evidence based process

2 Reflecting the voice and concerns of the public

- Meetings conducted in public
- Using different ways of hearing the voice of the public

3 Carried out by independent minded partners

- Partners actively engage in the scrutiny function to drive improvement
- Areas are reviewed in a non-partisan atmosphere

4 Making an impact on delivery of public services

- Promotes community wellbeing
- Strategic review of policies, plans and performance

Benefits of Scrutiny

- Ensuring that local bodies and partnerships are democratically accountable and their plans are subject to scrutiny
- Stimulating public engagement and providing a citizen perspective
- Improving transparency by shining a spotlight on decision-making
- Influencing policy developments at a local level by providing a forum for debate
- Reducing duplication and associated costs
- Pooling scrutiny talent and expertise to maximise the benefits of effective scrutiny
- Providing increased resource for scrutiny to enable greater opportunities for research and evidence gathering
- Improving scrutiny practice through the exchange of knowledge, expertise and 'best practice'.

An effective Scrutiny Member requires:

- A commitment to working with other scrutiny members and representatives of partner organisation's
- An understanding of the role and functions of the Glasgow Community Planning Partnership (GCPP) and the Safe Glasgow Partnership
- An understanding of the key strategies, priorities and direction of travel of the Glasgow Community Planning Partnership and the Safe Glasgow Partnership
- A commitment to an approach to scrutiny which is member-led, provides an evidence-based challenge and is an important mechanism for community engagement and service improvement
- An ability to operate objectively, collectively, inclusively and in a non-partisan atmosphere
- Willingness to work within the guidance of the Chair
- Willingness to undertake personal development as necessary and understand the skills they need to undertake the role
- An ability to negotiate and build consensus
- Full engagement in scrutiny, including asking questions

An effective Scrutiny Chair requires:

- An ability to create an effective, supportive and welcoming environment for scrutiny members and partner representatives from different organisations
- An ability to see the big picture at a national and local level
- A clear understanding of the role and functions of the Glasgow Community Planning Partnership (GCPP) and the Safe Glasgow Partnership
- An understanding of the key strategies, priorities and direction of travel of the GCPP and the Safe Glasgow Partnership
- A commitment to enabling an approach to scrutiny which is member-led, provides an evidence-based challenge and is an important mechanism for community engagement and service improvement
- An ability to work constructively with partner organisations under scrutiny
- A commitment to develop and embed a non-partisan, objective, collective and inclusive scrutiny process
- A commitment to offer guidance and mentorship to scrutiny members
- A willingness to ensure that scrutiny makes a difference
- An ability to negotiate and build consensus
- An ability to manage people, projects and resources
- A commitment to raising the profile of scrutiny and an ability to champion it within GCC, GCPP and beyond

Officer Roles

Researcher/Analyst

- Responsible for undertaking, or more likely commissioning detailed research in new and complex areas, analysing and synthesising key findings, coordinating the production of reports, recommendations and policy solutions

Communicator

- Providing a contact point for all parties, coordinating and briefing members, liaising with decision makers, link to public, stakeholders and public relations re the media

Negotiator/Diplomat

- Coordinating and supporting members, facilitating consensus decision-making, managing unexpected problems, liaising on recommendations

Project Manager

- Planning and delivering reviews, designing methodology, procuring research, managing budgets, public engagement strategies

Relationship Builder

- Facilitating the collective group of scrutineers, being a key point of contact for organisations under scrutiny, underpinning trusting relationships between all parties